

MANTSOPA



LOCAL MUNICIPALITY
PLAASLIKE MUNISIPALITEIT
LEKGOTLA LA MOTSE

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28 June 2018

Attention: Honourable Mayor, Cllr M.E Tsoene
Mantsopa Local Municipality

SUBMISSION OF THE DRAFT 2018/2019 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The above-mentioned subject bears reference.

In terms of the **Local Government: Section 53(1) (c) of the Municipal Finance Management Act, 56 of 2003**, the Mayor of a municipality must-

(c) take all reasonable steps to ensure-

(ii) That the Municipality's Service Delivery & Budget Implementation Plan is approved by the Mayor within 28 days after the approval of the budget; and

(iii) That the Annual Performance Agreements as required in terms of Section 57(1)(b) of the Municipal Systems Act, 32 of 2000 for the Municipal Manager and all Senior Managers-

(aa) comply with this Act in order to promote sound Financial Management;

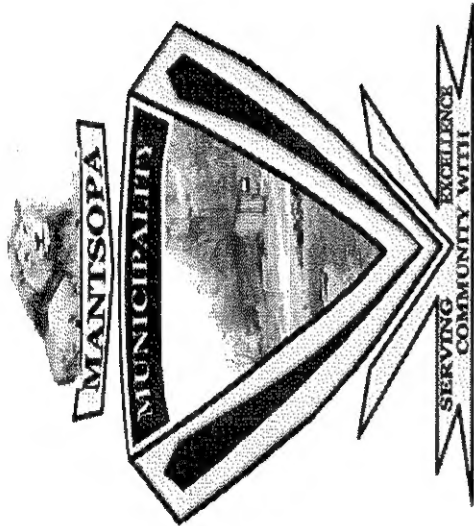
(bb) are linked to measurable performance objectives approved with the budget and to the service delivery and budget implementation plan.

In light of the above-mentioned legislative prescripts, I hereby submit the draft 2018/2019 Service Delivery and Budget Implementation Plan and my Annual Performance Agreement for the approval of the Mayor as prescribed.

Your contribution is always valued, _____

T.P MASEJANE
MUNICIPAL MANAGER

DATE: **28/06/2018**



MANTSOPA LOCAL MUNICIPALITY

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FINAL 2018/19 SDBIP

JUNE 2018

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Mayors Foreword

A properly formulated SDBIP ensures that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance and achievement of the strategic objectives set by council. SDBIP enables the Municipal Manager to monitor the performance of senior managers, the Mayor to monitor the performance of the Municipal Manager, and for the community to monitor the performance of the municipality.

This enables, in turn, the Mayor and the Municipal Manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible.

The SDBIP should, therefore, determine (and be consistent with) the performance agreements between the Mayor and the Municipal Manager and that of the Municipal Manager and managers directly accountable to the Municipal Manager, hence determined at the start of every financial year and approved by the Mayor.

It is the output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. It must be noted that such in-year monitoring is meant to be a light form of monitoring. The council should reserve its oversight role over performance at the end of the financial year, when the mayor tables the annual report of the municipality. The in-year monitoring is designed to pick up major problems only, and aimed at ensuring that the Mayor and Municipal Manager are taking corrective steps when any unanticipated problems arise.

The SDBIP serves a critical role to focus both the administration and council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators. The Municipal Manager is encouraged to develop the SDBIP concept further so that it is meaningful and useful to managers.

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the Municipal Manager must ensure that the budget is built around quarterly and monthly information.

Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and Section 121 (end-of-year annual reports).

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used.

The 2018/19 SDBIP indicates the responsibilities and outputs for each of the Senior Managers (Directors) in the top management team, the inputs to be used, and the time deadlines for each output.

The 2018/19 SDBIP will, therefore, determine the performance agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager, including the outputs and deadlines for which they will be held accountable. This SDBIP should also provide all expenditure information (for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support Ward Councillors in Service Delivery information.

It is in the light of the above-mentioned factors that I, **Cllr Mamsie Tsoene**, as the Mayor, hereby approve the 2018/2019 Service Delivery & Budget Implementation Plan (SDBIP) in terms of **Section 53 (1) (c) (ii) of the Local Government: Municipal Finance Management Act, 56 of 2003**.



.....
Cllr Mamsie Tsoene
Mayor

11 June 2018

.....
Date

Mantsopa Local Municipality
Free State Province

2. Introduction

The purpose of this document is to present the Service Delivery and Budget Implementation Plan (SDBIP) of Mantsopa Local Municipality for the 2016/17 financial year. The development, implementation and monitoring of a SDBIP is a requirement of the Municipal Finance Management Act No. 56 of 2003 (MFMA).

The SDBIP is a detailed one year plan of the municipality that gives effect to the Integrated Development Plan (IDP) and the budget of the municipality. The SDBIP is a management plan for implementing the IDP through the approved budget. It is an expression of the objectives of municipality, in quantifiable outcomes that will be implemented for the financial year. It includes the service delivery targets for each quarter and facilitates oversight over financial and nonfinancial performance of the municipality.

The SDBIP 2018/2019 will not only ensure appropriate monitoring in the execution of the municipal budget and processes involved in the allocations of budgets to achieve key strategic priorities as set by the municipal IDP, but will also serve as the kernel of annual performance contracts for senior management and provide a foundation for the overall annual and quarterly organization performance for the 2018/2019 financial year.

The SDBIP also assists the council and the community in their respective oversight responsibilities since it serves as an implementation and monitoring tool.

- **Part 1: SDBIP Overview**

Legislative Framework

Section 1 of the MFMA defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1) (c) (ii) for implementing the municipality's delivery of services and its annual budget and which must indicate:

- a) Projections for each month of:-
 - i. Revenue to be collected, by source; and
 - ii. Operational and capital expenditure by, vote
- b) Service delivery targets and performance indicators for each quarter; and
- c) Any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1) (c).

The MFMA requires that municipalities develop SDBIP as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their IDP strategy. In terms of Section 53 (1) (c) (ii) of the MFMA, the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

Components of the SDBIP

- Monthly Projections of Revenue to be Collected for each Source
- Monthly Projections of Expenditure and Revenue for each Vote
- Quarterly projections of Service Delivery Targets and Performance Indicators for each Vote
- Detailed Capital Budget Broken Down by Ward over 3 Years

Monthly Projections of Revenue to be collected for each Source

The failure to collect its revenue as budgeted will severely impact on the municipal ability to provide services to the community. The Municipality, therefore, has to institute measures to achieve its monthly revenue targets for each source. These measures will enable the municipality to assess its cash flow on a monthly basis with a view to undertaking contingency plans should there be a cash flow shortage or alternatively invest surplus cash. Furthermore, the effectiveness of credit control policies and procedures can be monitored with appropriate action taken if considered necessary.

Monthly Projections of Expenditure and Revenue for each Vote

The monthly projection of revenue and expenditure per vote relate to the cash paid and reconciles with the cash flow statement adopted with the budget. The focus under this component is a monthly projection per vote in addition to projections by source. When reviewing budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against actuals.

Quarterly Projections of Service Delivery Targets and Performance Indicators for each Vote

This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance. The focus is on outputs rather than inputs. Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services. The approach encouraged by National Treasury's MFMA Circular No. 13 is the utilization of scorecards to monitor service delivery, which Mantsopa Local Municipality has adopted.

GENERAL KEY PERFORMANCE INDICATORS AS PRESCRIBED IN TERMS OF THE LOCAL GOVERNMENT: MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001

In formulating the key performance indicators in the IDP, Budget & SDBIP for the period ending 30 June 2019, the municipality was guided by the General Key Performance Indicators as prescribed in terms of the above-mentioned regulations. These General Key Performance Indicators are incorporated in the performance information to provide proper context and implementation as follows:

KPA: Good Governance & Public Participation
KPA: Local Economic Development
KPA: Financial Viability and Management
KPA: Transformation and Institutional Development
KPA: Basic Services- Community Development and Social Cohesion

All General Key Performance Indicators, as prescribed in terms of Section 43 of the Act, are listed below for ease of reference:

- (a) The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- (b) the percentage of households earning less than R3500 per month with access to free basic services;
- (c) the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- (d) the number of jobs created through municipality's local economic development initiatives including capital reports;
- (e) the number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- (f) the percentage of a municipality's budget actually spend on implementing its workplace skills plan; and
- (g) financial viability as expected by the following ratios:

(i) $A = \frac{B - C}{D}$

Where –

“A” represents debt coverage

“B” represents total revenue received

“C” represents operating grants

“D” represents debts service payments (i.e. interest + redemption)

(ii) $A = \frac{B}{C}$

Where –

“A” represents outstanding services debtors to revenue

“B” represents total outstanding service debtors

“C” represents annual revenue actually received for services;

(iii) $A = \frac{B+C}{D}$

“A” represents cost average

“B” represents all available cash at a particular time

“C” represents investments

“D” represents monthly fixed operating expenditure

Municipal Score Card Perspective

MUNICIPAL SCORE CARD PERSPECTIVE	KPAs	IDP PRIORITY ISSUES
Service Delivery Perspective	Basic Service Delivery and Infrastructure Investment	<ul style="list-style-type: none"> Water Sanitation Electricity Roads and Storm water Waste Management
Municipal Development Perspective	Local Economic Development	<ul style="list-style-type: none"> Local Economic Development & Rural Development Upgrading of Tourism attraction sites SMME Development
	Community Development and Social Cohesion	<ul style="list-style-type: none"> Community Facilities Housing and Land Safety and security Environmental Management and Conservation Education Health Social Welfare
Institutional Development Perspective	Municipal transformation and institutional development	<ul style="list-style-type: none"> Human Resources Administration Legal Service and Contract Management Skills Development: <ul style="list-style-type: none"> Training & Education Learnership ITC (Information Technology)
Financial Management Perspective	Financial viability and financial management	<ul style="list-style-type: none"> Revenue Expenditure Asset and Liability Management SCM Financial Management Reforms MFMA Compliance
Governance Perspective	Good governance and community participation	<ul style="list-style-type: none"> Governance Performance Management and Monitoring Ward Committees Communications and Intergovernmental Relations

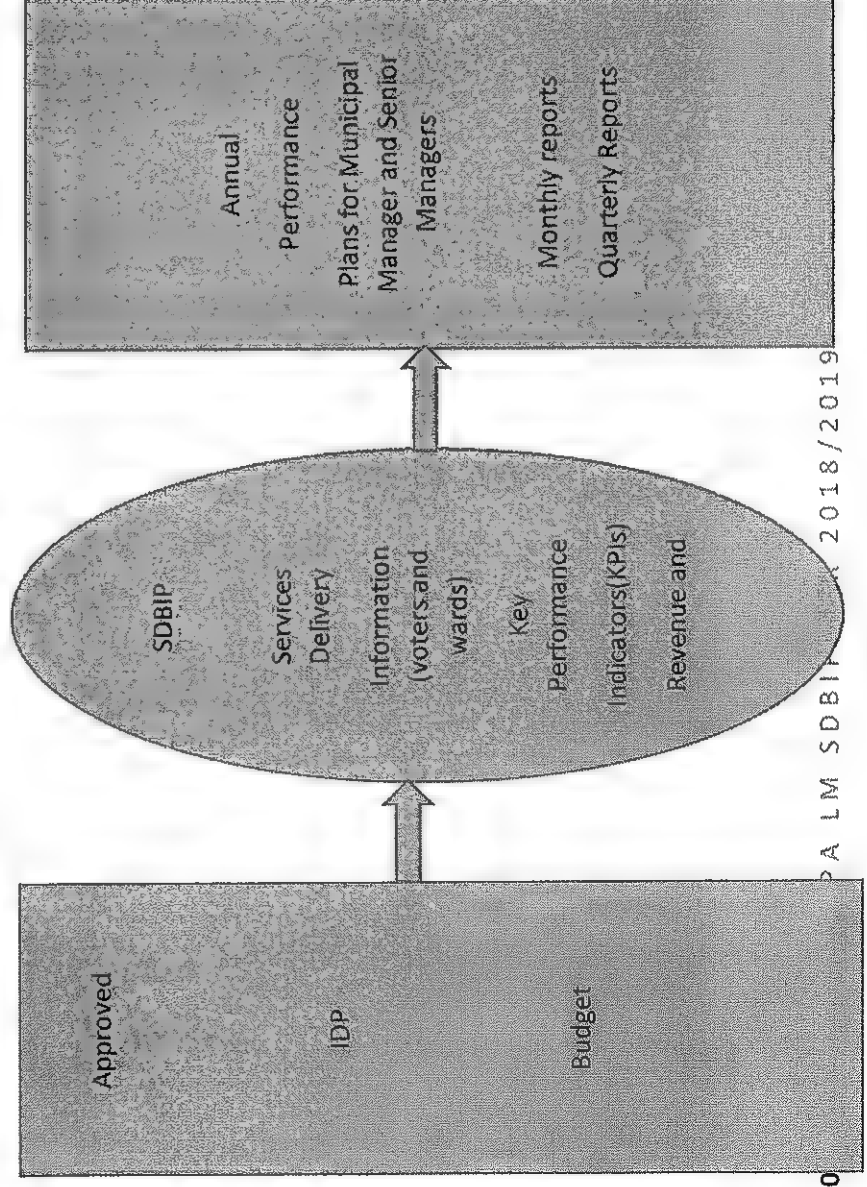
Detailed Capital Budget over Three Years

Information detailing infrastructural projects containing project description and anticipated capital costs over the three year period. A summary of capital projects per the IDP plan is available on Council's website: www.mantsopa.fs.gov.za .
The procurement process is an important component to ensure effective and timely infrastructure / capital service delivery

Strategic Direction and Planning Cycle

A seamless process between the Long Term Development Framework (LTDF), IDP, SDBIP, Performance Management System (PMS) and Annual Report would create an enabling environment for the municipality to achieve its deliverables

The Service Delivery and Budget Implementation Plan Concept



SDBIP Monitoring, Reporting and Revision

In-year Reports	Revision	Annual Reports
<p>Monthly Reports must be submitted by Municipal Manager to the Mayor (Section 71 of the MFMA)</p> <p>Quarterly reports submitted by the Mayor to council (Section 52 of the MFMA)</p> <p>Mid-year budget and performance assessment reports submitted by the MM to the Mayor (72 of the MFMA)</p>	<p>Any revision to the SDBIP services delivery targets and performance indicators may only be made with approval of the council following the adjustment budget (section 54 of the MFMA)</p>	<p>The annual report of the Municipality must include an assessment of the performance against measurable objectives and the approved SDBIP (Section 121 of the MFMA)</p>

FS196 Mantsopa - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description R thousand	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue by Vote	1									
Vote 1 - MUNICIPAL MANAGER		9 434	10 231	10 888	11 135	11 135	11 135	11 725	11 736	11 748
Vote 2 - COUNCIL		6 960	7 490	5 259	14 329	14 329	14 329	15 088	15 102	15 117
Vote 3 - FINANCIAL SERVICES		79 394	65 601	46 051	56 458	56 458	56 458	59 450	59 506	59 563
Vote 4 - CORPORATE SERVICES		11 956	8 002	1	20	20	20	21	21	21
Vote 5 - COMMUNITY SERVICES		9 885	11 205	11 027	9 726	9 726	9 726	10 241	10 251	10 261
Vote 6 - TECHNICAL SERVICES		135 963	176 235	161 088	174 665	174 665	174 665	183 922	184 097	184 272
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	253 593	278 764	234 314	266 332	266 332	266 332	280 448	280 714	280 981
Expenditure by Vote to be appropriated	1									
Vote 1 - MUNICIPAL MANAGER		8 833	10 230	10 652	11 135	11 135	11 135	11 725	11 736	11 748
Vote 2 - COUNCIL		12 213	14 399	15 190	14 329	14 329	14 329	15 088	15 102	15 117
Vote 3 - FINANCIAL SERVICES		63 829	48 400	43 363	52 185	52 185	52 185	54 951	55 003	55 055
Vote 4 - CORPORATE SERVICES		14 323	7 771	7 444	10 093	10 093	10 093	10 628	10 638	10 649
Vote 5 - COMMUNITY SERVICES		12 993	14 662	15 019	13 923	13 923	13 923	14 661	14 675	14 689
Vote 6 - TECHNICAL SERVICES		253 255	136 895	122 517	126 365	126 365	126 365	133 156	134 335	134 462
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-

Total Expenditure by Vote	2	365 446	232 357	214 186	228 031	228 031	240 210	241 491	241 720
Surplus/(Deficit) for the year	2	(111 853)	46 407	20 128	38 302	38 302	40 238	39 224	39 261

References

1. Insert 'Vote': e.g. department, if different to functional classification structure
2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)
3. Assign share in 'associate' to relevant Vote

check Surplus/(Deficit) for the year

FS196 Mantsopa - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description R thousand	Ref	2014/15			2015/16			2016/17			Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome			Audited Outcome			Audited Outcome			Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue by Vote	1															
Vote 1 - MUNICIPAL MANAGER		9 434		10 231	10 888		11 135				11 135	11 135	11 135	11 725	11 736	11 748
1.1 - Office of the Municipal Manager		5 679		5 819	5 860		5 166				5 166	5 166	5 166	5 440	5 445	5 450
1.2 - Internal Audit		434		1 483	1 574		1 447				1 447	1 447	1 447	1 523	1 525	1 526
1.3 - Integrated Development Plan		1 204		1 413	1 300		1 394				1 394	1 394	1 394	1 468	1 470	1 471
1.4 - Performance Management		1 127		615	700		1 252				1 252	1 252	1 252	1 318	1 320	1 321
1.5 - Local economic development		990		901	1 454		1 876				1 876	1 876	1 876	1 975	1 977	1 979
1.6 - ICT																
1.7 - Risk Management																
Vote 2 - COUNCIL		6 960		7 490	5 259		14 329				14 329	14 329	14 329	15 088	15 102	15 117
2.1 - Mayor's Office		1 754		1 806	1 871		4 511				4 511	4 511	4 511	4 750	4 755	4 759
2.2 - Speaker's Office		1 607		1 650	1 702		3 684				3 684	3 684	3 684	3 879	3 883	3 886
2.3 - Council		3 599		4 034	1 687		6 134				6 134	6 134	6 134	6 459	6 465	6 471
Vote 3 - FINANCIAL SERVICES		79 394		65 601	46 051		56 458				56 458	56 458	56 458	59 450	59 506	59 563

3.1 - Financial Services	66 957	52 607	32 164	41 743	41 743	43 956	43 998	44 039
3.2 - Rates and Tax	12 438	12 994	13 888	14 714	14 714	15 494	15 509	15 523
Vote 4 - CORPORATE SERVICES	11 956	8 002	1	20	20	21	21	21
4.1 - Administration Services	11 956	8 002	1	20	20	21	21	21
Vote 5 - COMMUNITY SERVICES	9 885	11 205	11 027	9 726	9 726	10 241	10 251	10 261
5.1 - Community Services Director's office	3 633	4 174	3 815					
5.2 - Parks and recreation	-	-	-					
5.3 - Libraries	999	1 154	1 167					
5.4 - Fire Department	1 332	2 361	2 268	4 155	4 155	4 375	4 380	4 384
5.5 - Traffic Department	2 056	2 019	2 157	3 056	3 056	3 218	3 221	3 224
5.6 - Housing	1 865	1 496	1 620	2 514	2 514	2 648	2 650	2 653
5.7 - Environmental Services	-	-	-					
Vote 6 - TECHNICAL SERVICES	135 963	176 235	161 088	174 665	174 665	183 922	184 097	184 272
6.1 - Cemeteries	71	86	91	875	875	921	922	923
6.2 - Properties	5 363	6 599	1 532	1 400	1 400	1 474	1 475	1 477
6.3 - Project Management Unit	1 061	971	971	1 013	1 013	1 066	1 067	1 068
6.4 - Roads and Streets	18 585	14 286	19 090	12 219	12 219	12 866	12 878	12 891
6.5 - Electricity	46 237	53 906	47 229	40 654	40 654	42 809	42 850	42 890
6.6 - Water	33 986	59 584	40 953	58 510	58 510	61 611	61 659	61 728

6.7 - Sewerage	19 500	23 185	31 800	37 645	37 645	37 645	39 640	39 677	39 715
6.8 - Refuse Removal	11 160	17 617	19 423	22 351	22 351	22 351	23 536	23 558	23 581

FS/196 Mantsope - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1										
Revenue By Source											
Property rates	2	12 438	12 994	13 701	14 714	14 714	14 714	14 714	15 494	16 331	16 346
Service charges - electricity revenue	2	34 517	47 800	36 714	40 413	40 413	40 413	40 413	42 555	44 853	44 896
Service charges - water revenue	2	26 188	38 370	27 480	34 872	34 872	34 872	34 872	36 721	38 703	38 740
Service charges - sanitation revenue	2	18 170	18 081	17 106	24 751	24 751	24 751	24 751	26 063	27 470	27 496
Service charges - refuse revenue	2	10 426	10 806	11 064	17 057	17 057	17 057	17 057	17 961	18 931	18 949
Service charges - other					-	-	-	-	-	-	-
Rental of facilities and equipment			1 227	1 017	1 070	1 070	1 070	1 070	1 126	1 187	1 188
Interest earned - external investments			521	490	400	720	720	720	758	799	800
Interest earned - outstanding debtors		22 215	25 000	20 377	25 000	25 000	25 000	25 000	26 325	27 747	27 773
Dividends received		536	20	20	20	34	34	34	35	37	37
Fines, penalties and forfeits		1	574	1 006	1 006	1 010	1 010	1 010	1 064	1 121	1 122
Licences and permits					-	-	-	-	-	-	-
Agency services					-	-	-	-	-	-	-
Transfers and subsidies		87 209	76 750	71 511	72 472	64 877	64 877	64 877	68 316	72 005	72 073
Other revenue	2	2 796	3 162	1 036	875	8 680	8 680	8 680	9 140	9 633	9 643
Gains on disposal of PPE						500	500	500	527	555	555
Total Revenue (excluding capital transfers and contributions)		214 496	235 305	201 522	232 650	233 699	233 699	233 699	246 085	259 373	259 619
Expenditure By Type											
Employee related costs	2	67 563	75 210	74 286	81 265	81 260	81 260	81 260	85 567	90 188	90 273
Remuneration of councillors		5 524	6 290	6 101	6 055	6 413	6 413	6 413	6 753	7 118	7 124
Debt impairment	3	60 962	47 822	28 492	44 528	44 528	44 528	44 528	46 888	49 420	49 467
Depreciation & asset impairment	2	50 587	4 251	3 939	5 032	5 032	5 032	5 032	5 299	5 585	5 590
Finance charges		1 425	-	-	-	-	-	-	-	-	-

	2	34 311	37 476	39 366	40 533	40 723	40 723	40 723	42 881	45 197	45 239
Bulk purchases	8	4 724	8 837	5 218	5 038	4 450	4 450	4 450	4 886	4 939	4 944
Other materials		3 132	3 000	1 200	12 461	13 109	13 109	13 109	13 804	14 550	14 563
Contracted services		997	9 120	1 434	-	-	-	-	-	-	-
Transfers and subsidies	4, 5	139 393	40 349	39 475	28 211	32 516	32 516	32 516	34 239	36 088	36 122
Other expenditure		11	-	-	-	-	-	-	-	-	-
Loss on disposal of PPE		368 629	232	199	223	228 031	228 031	228 031	240 117	253 083	253 323
Total Expenditure			355	511	121						
Surplus/(Deficit)		(154 133)	2 950	2 011	9 529	5 667	41 159	41 159	5 968	6 290	6 296
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		37 402	43 457	56 668	34 239	21 809	21 809	21 809	22 965	24 205	24 228
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations - Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		(116 731)	46 407	58 679	43 768	38 301	38 301	38 301	40 331	42 509	42 550
Surplus/(Deficit) after capital transfers & contributions											
Taxation		(116 731)	46 407	58 679	43 768	38 301	38 301	38 301	40 331	42 509	42 550
Surplus/(Deficit) after taxation											
Attributable to minorities		(116 731)	46 407	58 679	43 768	38 301	38 301	38 301	40 331	42 509	42 550
Surplus/(Deficit) attributable to municipality											
Share of surplus/ (deficit) of associate	7	(116 731)	46 407	58 679	43 768	38 301	38 301	38 301	40 331	42 509	42 550
Surplus/(Deficit) for the year		(116 731)	46 407	58 679	43 768	38 301	38 301	38 301	40 331	42 509	42 550

FS196 Mantsopa - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1										
<u>Capital Expenditure - Functional</u>											

R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		140 720	10 000	10 960	13 243	14 714	14 714	14 714	15 494	15 509	15 623
Service charges		-	88 988	72 350	112 390	117 094	117 094	117 094	123 299	123 417	123 534
Other revenue		-	10 200	2 273	1 226	8 680	8 680	8 680	9 140	9 149	9 157
Government - operating	1	87 209	76 750	71 511	72 472	72 472	72 472	72 472	-	-	-
Government - capital	1	37 402	40 457	56 668	45 064	35 239	35 239	35 239	-	-	-
Interest		548	8 071	11 178	15 400	25 000	25 000	25 000	26 325	26 350	26 375
Dividends		-	20	20	20	34	34	34	36	36	36
Payments											
Suppliers and employees		160 053	(188 931)	(188 095)	(187 780)	(187 780)	(187 780)	(187 780)	(197 732)	(197 920)	(208 808)
Finance charges		1 372							-	-	-
Transfers and Grants	1								-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		427 304	45 555	36 865	72 035	85 453	85 453	85 453	(23 438)	(23 459)	(34 183)
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		103 560							-	-	-
Decrease (increase) in non-current debtors		6							-	-	-

MUNICIPAL PERFORMANCE PLANS (ADJUSTED 2018/2019 SDBIP)

Lower Layer Service Delivery and Budget Implementation Plan 2018/2019

Department: Community Services: KPA: Basic Service Delivery & Infrastructure Development

Security Service											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.2	Providing Effective Community Services and Promotion of Local Economy	Number of municipal properties secured through physical security	Incidents/security pocket book per property secured	Target:	Number	4	4	4	4	4	4
				Budget	Rand						
Activity1.4		Percentage response to internal & external audit and addressed within timeframe	Report of the Internal Auditor	Target:	Percentage	100%	100%	100%	100%	100%	100%
				Budget	Rand						
Disaster & Fire Management											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.1	Providing Effective Community Services and	Number of fire safety inspections done	Fire safety inspections register	Target:	Number	60	60	60	60	60	60
				Budget	Rand						

Activity1. 3	Promotion of Local Economy	Number of Public Awareness campaigns on public safety conducted	Quarterly performance report & Evidence	Target:	Number	10	10	2	3	2	3	
				Budget	Rand							
Activity1. 4		Number of Disaster Management Plans reviewed and approved	Quarterly performance report & Evidence	Target:	Number	1	1				1	
				Budget	Rand							
Activity1. 5		Percentage response to internal & external audit addressed within timeframe	Report of the Internal Auditor	Target:	Percentage	100%	100%	100%	100%	100%	100%	
				Budget	Rand							
Activity1. 6		Percentage risk reduction	Risk register & Evidence	Target:	Percentage	100%	100%	100%	100%	100%	100%	
				Budget	Rand							

Human Settlement & Urban Planning Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.1	Percentage of municipality's capital budget actually spent on capital project identified for a particular financial year terms of the municipality's Integrated Development Plan	Number of sites allocated	Housing file	Target:	Number	0	1120	417	703	0	0
Activity1.3		Number of title deeds issued	Housing file	Budget:	Rand						
Activity1.5		Percentage of progress of formalisation of Marikana informal settlements	Marikana formalisation report	Target:	Percentage	15%	100%	15%	15%	35%	100%
				Budget:	Rand						
Activity1.6		Number of Sector Plans reviewed / adopted	Sector plans	Target:	Number	1	1	1	0	0	0
				Budget:							
Human Settlement & Urban Planning Division continues.....											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Percentage of municipality's capital budget actually spent on capital project identified for a particular financial year terms of the municipality's Integrated Development Plan	Number of risk registers updated	Risk register	Target:	4	4	1	1	1	1	1
		Percentage of internal & External audit queries responded to and addressed within timeframe	Report of the Internal Auditor	Budget:							
				Target:	100%	100%	100%	100%	100%	100%	100%
				Budget:							

Traffic Management Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity 1.1	Compliance with the NRTA	Number of robots installed	Project close out report	Target:	Number	0	3	0	1	1	1
Activity 1.2		Number of traffic signs replaced	Job card	Target: Budget	Rand						
Activity 1.3		3km roads marked	Road marking schedule, report & photos	Target: Budget	Number Rand	0 3	10 3	3 1	2 1	2 500m	3 500m
Activity 1.5		120 check points and road blocks conducted	Road blocks report & register	Target: Budget	Number	120	120	30	60	15	15

2. DEPARTMENT OF TECHNICAL SERVICES

KPA: Basic Service & Infrastructure Development

Refuse Removal, Environment & Waste Management											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
				Budget	Rand						
Activity1.3		Number of approved Integrated Waste Management Plan	Council resolution on Integrated Waste Management Plan	Target:	Number	1	1	0	0	1	0
				Budget	Rand						
Activity1.4		Number of Public Awareness campaigns on waste management	Invitations, minutes & attendance register	Target:	Number	0	10	2	3	3	2
				Budget	Rand						
Activity1.5		Percentage responds to Internal & External auditors and addressed within timeframe	Quarterly performance report & Evidence	Target:	Percentage	100%	100%	100%	100%	100%	100%
				Budget	Rand						
Activity1.6		Percentage risk reduction	Risk register & Evidence	Target:	Percentage	100%	100%	100%	100%	100%	100%
				Budget	Rand						
Project management Unit											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.1	Percentage of municipality's capital budget actually spent on capital project identified for a	Percentage of progress made on the Construction of the Phase 2 Arthur Pitso Stadium	Site reports & Close out report	Target:	Percentage	70%	100%	80%	100%		

Activity 1.2	particular financial year terms of the municipality's Integrated Development Plan	Percentage of progress made on the development of the Water Network on 417 Ervern in Mahlatswetsa, Excelsior	Site reports & Close out report	Budget Target:	Rand Percentage	20%	80%	20%	40%	60%	80%
Activity 1.3		Percentage of progress made on the 2 km pave road and storm water drainage in Madlaasen, Hobhouse	Site reports & Close out report	Budget Target:	Rand Percentage	50%	100%	100%			
Activity 1.5		Percentage of progress made on the Sewer Network and connections on 417 Ervern in Mahlatswetsa	Site reports & Close out report	Budget Target:	Rand Percentage	10%	90%	20%	45%	65%	90%
Activity 1.6		Percentage of progress made on upgrading of the Bulk pipeline Water supply in Excelsior	Site reports & Close out report	Budget Target:	Rand Percentage	50%	50%	35%	40%	45%	50%
		Percentage of progress made on upgrading of the Boreholes drilling/commissioning in Tweespruit	Site reports & Close out report	Budget Target:	Rand Percentage	0%	100%	10%	40%	60%	100%

Project Management Unit continues...											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.1	Percentage of municipality's capital budget actually spent on	Percentage progress made on construction of Toilet top	Progress reports and Close out report	Target:	Percentage	0%	100%	5%	10%	25%	100%

	capital project identified for a particular financial year terms of the municipality's Integrated Development Plan	structures at Manyatseng Ext 9		Budget	Rand															
Activity 1.3		Percentage progress made on installation of High mast lights in various towns	Progress reports and Close out report	Target Budget	Percentage	0%	100%	30%	70%	100%										
		Percentage progress made on construction of 1,7km paved roads and storm-water in Los My Cherrie & Vuka Zenzele	Progress reports and Close out report	Target Budget	Percentage	0%	100%	10%	40%	70%										100%
		Percentage progress made on Erection of 730metres of concrete palisade fencing at Excelsior graveyard	Progress reports and Close out report	Target Budget	Percentage	0%	100%	100%												
		Percentage progress made on Upgrading of Tweespruit sports field	Progress reports and Close out report	Target Budget	Percentage	0%	100%	54%	60%	80%										100%
		Percentage progress made on Construction of Sports facility in Dipelaneng	Progress reports and Close out report	Target Budget	Percentage	0%	70%	15%	50%	60%										70%
		Number of MIG Monthly Reports generated	Monthly Reports	Target:	Number	12	12	3	3	3										3
				Budget	Rand															

		Number of MIG Quarterly Reports generated	Quarterly MIG Progress Reports	Target:	Number	4	4	1	1	1	1	1
		Number of MIG Annual Reports generated	Annual MIG Progress Reports	Budget	Rand							
		Number of DWS Quarterly Reports generated	DWS Quarterly Reports	Target:	Number	1	1	0	0	0	0	1
		Number of DWS Annual Reports generated	DWS Annual Reports	Budget	Rand							
		Number of sites visits	Signed sites visits	Target:	Number	73	27	4	6	6	6	11
		Number of Professionals registered with ECSA	Professional Registration Certificates	Budget	Rand							
		Number of Business Plans submitted for funding	Technical reports	Target:	Number	6	9	3	2	2	2	2
		Number of EPWP beneficiaries achieved	Employment contracts	Budget	Rand							
				Target:	Number	228	252	252	252	252	252	252
				Budget	Rand							

Project management Unit continues...											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity 1.1	Percentage of municipality's capital budget	Number of Risk Registers updated	Updated Risk register	Target:	Number	4	4	1	1	1	1
				Budget	Rand						

Activity 1.2	actually spent on capital project identified for a particular financial year	Percentage of Risk Assessment done on new projects	Consultant's Risk Assessment Reports	Target:	Percentage	100%	100%	100%	100%	100%	100%
				Budget	Rand						
Activity 1.3	terms of the municipality's Integrated Development Plan	Percentage responses to external Audit queries within timeframe	Reponses	Target:	Percentage	100%	100%	100%	100%	100%	100%
				Budget	Rand						
Activity 1.5		Number of monthly update of progress on audit action plan	Approved and updated Audit action Plan	Target:	Number	2	8	2	2	2	2
				Budget	Rand						

Water and Sanitation Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity 1.2	Percentage of municipality's capital budget actually spent on capital project identified for a particular financial year terms of the municipality's Integrated Development Plan	Number of water meters repaired.	Quarterly Operations and Maintenance Reports	Target:	Number	808	150	60	30	20	40
				Budget	Rand						
		Number of Sewer manhole repaired or replaced	Quarterly Operations and Maintenance Reports	Target:	Number	60	60	10	20	30	20
				Budget	Rand						
Water and Sewer (Operations and Maintenance)											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity 1.1	Percentage of municipality's capital budget actually spent on capital project identified for a particular financial year terms of the municipality's Integrated Development Plan	Percentage of buckets removed	Maintenance Schedule and report	Target:	Percentage	100%	100%	100%	100%	100%	100%
				Budget	Rand						
Activity 1.2	Percentage of municipality's capital budget actually spent on capital project identified for a particular financial year terms of the municipality's Integrated Development Plan	Percentage of VIP's and septic Tanks serviced	Maintenance Schedule and report	Target:	Percentage	100%	100%	100%	100%	100%	100%
				Budget	Rand						
Activity 1.3	Percentage of municipality's capital budget actually spent on capital project identified for a particular financial year terms of the municipality's Integrated Development Plan	Number of standing Committees reports generated	Agenda & Minutes	Target:	Number	12	12	3	3	3	3
				Budget	Rand						
Activity 1.5				Target:	Number	4	4	1	1	1	1

	Development Plan	Number of risk registers updated	Minutes of the Risk Committee	Budget	Rand															
Activity 1.6		Percentage external Audit queries responded to and addressed within the timeframe	Reponses	Target: Budget	Percentage Rand	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
		Percentage reduction of audit findings	Report of the Internal Audit & AG's report	Target: Budget	Percentage Rand	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
		Number of quarterly updates on progress on Audit Action Plan	Approved and updated Audit action Plan	Target: Budget	Number Rand	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1
				Budget	Rand															

ELECTRICITY DIVISION											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.1	Percentage of municipality's capital budget actually spent on capital project identified for a particular financial year	Number of Erven electrified in Manyatseng Ext 9	Close out report	Target:	Number	0	325	0	0	100	225
				Budget	Rand						
Activity1.2		Number of street lights and high mast lights repaired / replaced	Centlec's maintenance report	Target:	Number	2185	2185	185	500	500	1000
				Budget	Rand						

Activity 1.5	terms of the municipality's Integrated Development Plan	Number of sub and minisubstations cleaned	ESKOM and or Centlec schedule	Target:	Number	41	41	10	10	10	11
				Budget	Rand						
Activity 1.6		Number of standing committees Reports generated	Agenda & Minutes	Target:	Number	12	12	3	3	3	3
				Budget	Rand						
		Number of reports on DEF generated	DEF reports	Target:	Number	16	16	4	4	4	4
				Budget	Rand						

Roads and Storm water											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity 1.2	Percentage of municipality's capital budget actually spent on capital project identified for a particular financial year terms of the municipality's Integrated Development Plan	Square metres of potholes repaired	Job cards	Target:	Square metres	500	600	200	200	100	100
				Budget	Rand						
Activity 1.4		Number of speed humps installed	Job cards	Target:	Number	10	2	0	1	1	0
				Budget	Rand						
Activity 1.5		Kilometres of roads gravelled	Job cards	Target:	Kilometres	160 km	30	5	5	10	10
				Budget	Rand						
		Kilometres of roads reshaped	Job cards	Target:	Kilometres	160 km	30	5	5	10	10
				Budget	Rand						
Activity 1.6		Number of pedestrian bridges built	Quarterly reports	Target:	Number	2	1	1			
				Budget	Rand						
Roads and Storm water continues...											

Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity 1.1	Percentage of municipality's capital budget actually spent on capital project identified for a particular financial year terms of the municipality's Integrated Development Plan	Number of Risk Registers updated	Approved Risk registers	Target:	Number	0	4	1	1	1	1
				Budget							
Activity 1.4		Number of quarterly updates on progress on Audit Action Plan	Approved Audit action Plan 2017/2018	Target:	Numbers	4	4	1	1	1	1
				Budget							

KPA: INSTITUTIONAL TRANSFORMATION & DEVELOPMENT

Human Resources Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.1	Development of the corporate Services Excellence	Number of co-ordinated positions filled	Quarterly reports on appointments made	Target:	Number	40	40	20	10	10	10
Activity1.3		Number of policies reviewed	Reviewed Policies with Council Resolution	Target:	Number	11	4	1	1	1	1
				Budget							
Human Resources Division continues... OHS											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.1	Development of the corporate Services Excellence	Number of awareness made on Health and Safety at workplace	Reports on awareness campaigns held	Target:	Number	0	5	2	1	1	1
Activity1.2		Convene meetings of the OHS	Minutes, Attendance Register & programme	Target:	Number	4	4	1	1	1	1
Activity1.3		Percentage responded to and	Responses to audit queries	Target:	Percentage	100%	100%	100%	100%	100%	100%

		addressed within timeframe	responded to	Budget									
Administration and Council Support													
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Activity1.1	Development of the Corporate Services Excellence	Number of awareness workshop held	Minutes and attendance register	Target	Number	0	1	1	0	0	0		
Activity1.2		Number of reports of Records Disposed	Records register	Budget									
Activity1.3			Records register	Target	Number	1	1	0	1	0	0		
				Budget									
Output 2		Number of Reports of Records Transferred	Records register	Target	Number	1	1	0	0	0	1		
				Budget									
Activity2.1		Percentage of resolutions implemented	Council resolutions progress report	Target	Percentage	93.34%	100%	100%	100%	100%	100%		
				Budget									
Activity2.2		Number of Year plans compiled and circulated	Year Plan	Target	Number	1	1	0	0	1	0		
				Budget									
Activities 2.3		Number of Council meetings co-ordinated	Minutes & Attendance register	Target	Number	4	4	1	1	1	1		
				Budget									
Activities 2.4	Development of the corporate	Number of EXCO Meetings co-Ordinated	Minutes & Attendance register	Target	Number	12	12	3	3	3	3		
				Budget									
		Number of Annual Analysis Reports on	Analysis report	Target	Number	1	1	0	0	0	1		

	Services Excellence	Attendance of Meeting by Councillors		Budget															
Activities 2.5		Number of quarterly Reports on Absenteeism compiled and submitted to the Speaker	Councillor absenteeism report	Target	Number	4	4	1	1	1	1	1	1	1	1	1	1	1	1
				Budget															
Activities 2.6		number digital recorder and microphones Procured		Target	Number	1	0	0	0	0	0	0	0	0	0	0	0	0	1
				Budget															
Output 3		Percentage of complaints attended to in respect of Telephone and Reprographic Services and Systems	Complaints Register	Target	Percentage	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
				Budget															
Activities 3.2	Development of the corporate Services Excellence	Number of deduction lists submitted to salary	Deduction lists and e-mails submitted to salaries	Target	Number	12	12	3	3	3	3	3	3	3	3	3	3	3	3
				Budget															
Activities 4.1		Number of Cleaning Services Satisfaction Surveys Conducted	Letter and Satisfaction Surveys Questionnaire for Cleaning Services issued and e-mailed	Target	Number	0	1	0	0	0	0	0	0	0	0	0	0	0	0
				Budget															

Activities 4.2		Number of Analysis Reports on Satisfaction Survey Conducted	Analysis Report on Satisfaction Survey for Cleaning Services	Target	Number	0	4	1	1	1	1	1
				Budget								
Output 5		Number of Bylaws/ Policies Development and Reviewed	Bylaw and Policy Documents (Property Rates Bylaw, Cemeteries Bylaw and Promotion of Access to information Manual policy)	Target	Number	100%	100%	100%	100%	100%	100%	100%
				Budget								
Activities 5.1		Number of Bylaws submitted to Council for final adoption	Council Resolution and Bylaw Document (Property Rates Bylaw, Cemeteries Bylaws).	Target	Number	10	10	5	5	0	0	0
				Budget								
Activities 5.2		Number of Reviewed PAIA Manual compiled and approved	Council Resolution and Reviewed PAIA Manual	Target	Number	12	12	3	3	3	3	3
				Budget								
LEGAL AND LABOUR												
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	

Activity 1.1	Development of the Corporate Services Excellence	Compile and review Contingent Liability Register	Contingent Liability register	Target	Number	12	12	3	3	3	3	3	3
Activity 1.3		Percentage of legal advice and opinions provided timeously within Mantsopa	Request Received and Opinions Given	Target	Number	1	1	0	0	0	0	1	1
Activity 2.1		Number of monthly contracts registers compiled and updated	Contract registers	Target	Number	19	2	0	0	0	0	2	2
Activity 3.2	Development of the corporate Services Excellence	Number of updates to Policy Matrix	Policy Matrix	Target	Number	1	1	0	0	1	1	0	0
Activity 4.1		Number of Monthly risk Reports updated	Monthly Risk Register	Target	Number	1	1	0	0	0	0	1	1
5.1		Percentage of internal and external Queries responded to within the required timeframe	Responses to Audit Queries as submitted	Target	Percentage	4	4	1	1	1	1	1	1
5.2		Number of monthly	Audit action plan	Target	Number	100%	100%	100%	100%	100%	100%	100%	100%

4. DEPARTMENT OF CHIEF FINANCIAL OFFICER KPA: FINANCIAL VIABILITY & MANAGEMENT											
Revenue Management Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.1	Sound Financial Management and Reporting	Number of signed off balanced control accounts reports	Monthly levy control reports	Target:	Number	12	12	3	3	3	3
				Budget							
Activity1.2		Number of reports send to electricity and water division on faulty meters	Faulty meters reports	Target:	Number	12	12	3	3	3	3
				Budget							
Activity1.3		Number of monthly billing authorisation conducted	Monthly Billing Authorisation report	Target:	Number	12	12	3	3	3	3
				Budget							
Activity1.4		Number of revenue enhancement strategies approved	Approved revised revenue enhancement strategy	Target:	Number	1	1	1	0	0	0
				Budget							
Activity1.5		Review of indigent registration policy	Indigents register & policy	Target:	Number	1	1			1	
				Budget							
		Number of updates of the supplementary valuation roll	Updated Valuation roll	Target:	Number	1	1				1
				Budget							

		Percentage of External audit responded to and addressed within 5 days	Responses	Target:		100%	100%	100%	100%	100%	100%
				Budget							
		Number of progress reports on implementation of audit Action Plan 2017/2018	Approved Audit Action Plan	Target:	Number	4	4	1	1	1	1
				Budget							
		Number of reports on the enhanced intervention on identified risks to mitigate risk	Updated Risk Register	Target:	Number	4	4	1	1	1	1
				Budget							

Fleet management												
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Activity1.1	Providing Effective Community Services and Promotion of Local Economy	Number of obsolete and redundant fleet auctioned	Auction report	Target:	Number	13	13	13	0	0	23	
				Budget								
Activity1.3		Number of vehicles licenced and registered	Schedule of licencing and registered vehicles	Target:	Number	23	23	23	23	23	23	
				Budget								
Activity1.4		Number of fuel schedules in all units	Weekly fuel schedules	Target:	Number	23	23	23	23	23	23	23
				Budget								
Asset Management Division												
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Activity1.1	Sound Financial Management and Reporting	Number of existing policy updated with new developments in GRAP standards and other applicable laws and regulations	Approved updated Asset related Policies and procedures	Target:	Number	1	1	0	0	1	1	
				Budget								
Activity1.2		Number of monthly updates of asset accounting requirement	Additions report	Target:	Number	12	12	3	3	3	3	
				Budget								
Activity1.3		Number of verification reports	Asset Verification report	Target:	Number	4	4	1	1	1	1	
				Budget								

3Activity1.4		Number of reconciliations between the General Ledger and the Fixed Assets Register	Reconciliation report	Target: Budget	Number	12	12	3	3	3	3
Activity1.5		Number of reports on the percentage of actual spent on asset over approved budget	S52d report	Target: Budget	Number	4	4	1	1	1	1
Activity 2.1		Percentage of internal and External Audit queries responded to and addressed within 5 days	Report of the Internal Audit	Target: Budget	Percentage	100%	100%	100%	100%	100%	100%
Activity 2.2		Number of reports on the implementation of the Audit Action Plan 2017/2018	Approved Audit Action Plan	Target: Budget	Number	4	4	1	1	1	1

Supply Chain Management Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Sound Financial Management and Reporting	Number of Supply Chain Management Policies revised and approved	Approved Revised Supply Chain Management policy	Target	Number	1	1	1			
				Budget							
		Number of reports on irregular, unauthorised and fruitless expenditure submitted to Council	SCM reports & Council resolutions	Target	Number	4	4	1	1	1	1
				Budget							
Activity5.2		Number of signed off annual procurement plans submitted	Signed off annual procurement plans	Target	Number	1	1	1	0	0	0
				Budget							
		Number of workshop held with internal and external stakeholders on Supply Chain Management Policy and processes	Notices, minutes and attendance registers	Target	Number	4	4	1	1	1	1
				Budget							
Activity 6.2		Percentage on internal and external audit queries responded to and addressed within 5 days	Responses	Target:	Percentage	100%	100%	100%	100%	100%	100%
				Budget							
				Target:	Number	4	4	1	1	1	1
				Budget							
Activity 7.1				Target:	Number	4	4	1	1	1	1

		Number of updates on the risk register	Approved updated risk register	Budget														
Budget And Reporting Division																		
Activity 1.2	Sound Financial Management and Reporting	Number of budget related policies approved	Approved policies	Target: Budget	Number Rand	5	5	5	0	0	0	0	0	0	0	5		
Activity 1.3		Number of section 71 Reports submitted to the Mayor	Section 71 reports	Target: Budget		12	12	3	3	3	3	3	3	3	3	3		
Activity 1.4		Number of section 52 (d) reports	Section 52 (d) Reports	Target: Budget	Number Rand	4	4	1	1	1	1	1	1	1	1	1		
Activity 1.5		Number of Mid-year Budget Performance report	Mid-year Budget Performance Assessment Report	Target: Budget	Number Rand	1	1	0	0	0	0	0	0	0	0	0		
Activity 1.6		Number of GRAP complaint Annual Financial Statements submitted to the office of the Auditor General	Signed off Annual Financial Statements submitted	Target: Budget	Number Rand	1	1	1	1	0	0	0	0	0	0	0		

Expenditure Management Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.1	Sound Financial Management and Reporting	Percentage of payment voucher filed	Filing Records in Place	Target Budget	Percentage Rand	100%	100%	100%	100%	100%	100%
Activity1.2		Percentage of key creditor accounts reconciled	Monthly Reconciliation reports	Target Budget	percentage Rand	100%	100%	100%	100%	100%	100%
Activity1.3		Percentage invoices paid within 30 days	Monthly statistics reports	Target Budget	Percentage Rand	60%	60%	60%	60%	60%	60%
Activity2.1		Number of risk registers updated	Approved risk registers	Target Budget	Number Rand	4	4	1	1	1	1
Activity5.1		Number of incidents of irregular, fruitless and wasteful expenditure reviewed and refined	Quarterly reports on irregular, fruitless and wasteful expenditure	Target Budget	Number Rand	12	12	3	3	3	3
		Number of VAT 201 reports submitted to SARS	Monthly	Target Budget	Number Rand	12	12	3	3	3	3
Activity5.2		Percentage issues responded to and addressed raised by PROPAC and MPAC	Responses	Target Budget	Percentage Rand	100%	100%	100%	100%	100%	100%

Activity5.3		Percentage issues responded to and addressed issued by internal and external auditors	Responses	Target	Percentage	100%	100%	100%	100%	100%	100%
				Budget	Rand						
Activity6.1		Number of updates on the risk register to migrate	Update Risk register	Target	Number	4	4	1	1	1	1
				Budget	Rand						
Activity6.2		Number of progress reports on the Implementation of Audit Action Plan 2017/ 2018		Target	Number	4	4	1	1	1	1
				Budget	Rand						

Payroll Administration											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.3		Compile documents that proof that balancing of all data are done and filed	Recons of totals with compiled sheets	Target	Number	12	12	3	3	3	3
				Budget							
Activity 2.1		Work through deduction list and ensure it balances with our Sebata Financial system	Keep record of all documents	Target	Number	12	12	3	3	3	3
				Budget							

Activity 2.3	Development of the Corporate Services Excellence	Compile documents that proof that balancing of all data are done and filed	Keep record of all documents	Target	Number	12	12	3	3	3	3
				Budget							
Activity 3.1		Check all leave application signing off the vouchers and take the vouchers for capturing	Keep record of all vouchers	Target	Number	12	12	3	3	3	3
				Budget							

DEPARTMENT OF THE MUNICIPAL MANAGER
KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION

Development Planning and Performance Management System											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Activity 1.1	To provide strategic leadership to the strategic operational activities of the municipality	Number of meetings held on the developments of the IDP Review Process Plan	Notices, attendance registers and minutes	Number	20	20	2	8	5	5	
Activity 1.2	To provide strategic leadership to the strategic operational activities of the municipality	Number of publication of the approved IDP Review Process Plan	Media Publications	Number	1	1	1	0	0	0	
Activity 1.3	To provide strategic leadership to the strategic operational activities of the municipality	Number of uploads of the approved IDP review process Plan on the municipal website	Website upload printout	Number	1	1	0	0	1	0	
Activity 2.1	To provide strategic leadership to the strategic operational activities of the municipality	Number of integrated Development Plan Community Representative for a held	Notices, attendance registers and minutes	Number	0	4	1	1	1	1	
2.2	To provide strategic leadership to	Number of draft Integrated Development	Adopted draft Integrated Development	Number	0	4	1	1	1	1	

	the strategic operational activities of the municipality	Plan submitted to Council for adoption	Plan and a Council resolution	Target Budget	Number							
2.3	To provide strategic leadership to the strategic operational activities of the municipality	Number of credible and legally compliant Integrated Development Plan submitted to Council for approval	Approved Integrated Development Plan and a council resolution	Target Budget	Number	1	1	0	0	1	1	
2.4	To provide strategic leadership to the strategic operational activities of the municipality	Number of Integrated Development Plan Assessment reports	Provincial and Districts Assessment reports	Target Budget	Number	4	4	1	1	1	1	
Activity 3.1	To provide strategic leadership to the strategic operational activities of the municipality	Number of quarterly reports submitted to Council	Section 52 (d) (non-financial) and Council resolution	Target Budget	Number	0	1	4	1	1	1	
Activity 3.2	To provide strategic leadership to the strategic operational activities of the municipality	Number of annual performance reports submitted to Auditor General of South Africa	Draft Annual Report submitted to Auditor General of South Africa	Target Budget	Number	1	1	0	0	0	1	
Activity 3.3	To provide strategic leadership to	Number of performance	Signed Performance	Target Budget	Number	1	1	1	0	0	0	

	the strategic operational activities of the municipality	Assessments reports	Assessments Reports															
3.4	To provide strategic leadership to the strategic operational activities of the municipality	Number of annual reports tabled to Council	Tabled annual Report and a Council Resolution	Target Budget	Number	1	1	1	0	0	0	0	0	0	0	0	0	0
Activity 3.5	To provide strategic leadership to the strategic operational activities of the municipality	Number of annual reports tabled to Council for consideration	Council resolution	Target Budget	Number	1	1	1	1	0	0	1	1	1	1	1	1	1
3.6	To provide strategic leadership to the strategic operational activities of the municipality	Number of Municipal Public Accounts Committee Community Consultative meetings held	Notices, attendance registers and minutes	Target Budget	Number	1	1	1	1	0	0	1	1	1	1	1	1	1
Activity 3.7	To provide strategic leadership to the strategic operational activities of the municipality	Number of Municipal Public Accounts Committee meetings held	Notices, attendance registers and minutes	Target Budget	Number	1	1	0	0	0	0	1	0	0	0	1	1	1
Activity 3.8	To provide strategic leadership to the strategic	Number of oversight reports adopted reports	Adopted Oversight Reports	Target Budget	Number	1	1	0	0	0	0	0	0	0	0	0	0	0

	operational activities of the municipality	adopted by Council																		
Activity 4.1	To provide strategic leadership to the strategic operational activities of the municipality	Progress report and Council resolution	Number of progress reports on the implementation of Local Government Management Improvement Model Action Plan	Target Budget	Number	4	4	1	1	1	0	1	0	0	0	0	0	0	0	0
Activity 4.2	To provide strategic leadership to the strategic operational activities of the municipality	Progress report and Council resolution	Number of progress reports on the implementation of back to Basic 2 nd Phase Action Plan	Target Budget	Number	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1
Activity 4.3	To provide strategic leadership to the strategic operational activities of the municipality	Progress report and Council resolution	Number of progress reports on the implementation of the Audit Report Action Plan	Target Budget	Number	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1
Internal Audit Unit																				
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
Activity 1.1	Review and approve of the Internal Audit charter	Number of reviewed and approved internal Audit Unit Charter	Approved Internal Audit Unit Charter	Target Budget	Number	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0

Activity 1.2	Review and approve of the Audit and Performance Audit Committee Charter	Number of reviewed and approved internal Audit and Performance Audit Charter	Approved Audit and performance Audit Committee Charter	Target Budget	Number	1	1	1	1	0	0	0
Activity 1.3	Review and Approve Internal Audit Strategic Plans	Number of approved Internal Audit Strategic Plans	Approved Internal Audit Strategic Plan	Target Budget	Number	1	1	1	1			
Activity 1.4	Review and Approve of the Coverage Plan	Number of approved Coverage Plan	Approved Coverage Plan	Target Budget	Number	1	1	1	0	0	0	0
Activity 1.5	Drafting of covering letter on quarterly plans	Number of covering letters on quarterly plans drafted	Covering letters	Target Budget	Number	4	4	1	1	1	1	1
Activity 1.6	Implementation of the coverage plan	Number of progress reports in implementation of coverage Plan	Progress reports	Target Budget	Number	4	4	1	1	1	1	1
Activity 1.7	Review and approve Internal Audit Procedural Manual	Number of Internal Audit Procedural Manual reviewed and approved	Internal Audit Procedural Manual	Target Budget	Number	1	1	1	1			
Activity 1.8	Review of the Quality Assurance and Improvement Programme	Number of Quality Assurance and Improvement Programme reviewed	Quality Assurance and Improvement Programme	Target Budget	Number	1	1	1	0	0	0	0
Activity 1.9	Compilation and submission of	Number of Quarterly audit	Quarterly Audit Reports	Target	Number	4	4	1	1	1	1	1

	quarterly reports	reports compiled and submitted	to Audit Committee																	
				Budget																
Activity 1.10	Compilation of follow-up reports	Number of follow-up audit reports	Follow-up Audit reports	Target	Number	2	2													1
				Budget																
Activity 1.11	Implementation of the ISPIA standard 1301	Number of internal Assessment reports	Internal Assessment reports	Target	Number	1	1													1
				Budget																
Activity 1.12	Compilation of Audit Committee Report	Number of reports submitted to Council	Audit Committee Assurance reports and item	Target	Number	4	4	1	1	1	1									1
				Budget																
Activity 1.13	Compilation of Audit Committee resolutions	Number of resolution registers compiled	Audit Committee Resolution Committee	Target	Number	4	4	1	1	1	1									1
				Budget																
Activity 1.14	Coordination of the External Audit activities	Number of audit strategic meetings coordinated	Notices, Attendance registers & AG coordination register	Target	Number	2	2			1										1
				Budget																
Activity 1.15	Mitigate identified risk	Number of registers updated	Internal Audit Unit Risk Register	Target	Number	4	4	1	1	1	1									1
				Budget																
Activity 1.16	Compilation of Internal Audit Findings Control Registers	Number of Internal Audit Findings Control Registers compiled	Internal Audit Findings Control Registers	Target	Number	4	4	1	1	1	1									1
				Budget																

Information Communication Technologies											
Planning level	Planning Statements	Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity 1.1	Review the Functionality of the ICT technology	Number Information Communication Technology Steering Committee meeting held	Notice , minutes and attendance registers	Target	Number	4	4	1	1	1	1
				Budget							
Activity 1.3	Email and internet maintenance reports	Number of reports produced	Maintenance reports	Target	Number	4	4	1	1	1	1
				Budget							
Activity 1.4	Review Information Communication Technology Security Policy	Number of Information Communication Technology Security Policy reviewed	Information Communication Technology Security Policy	Target	Number	4	4	1	1	1	1
				Budget							
Activity 2,1	Number of disaster recovery test conducted	Number of licences reviewed	Disaster recovery updates	Target	Number	4	4	1	1	1	1
				Budget							
Activity 2.2	Review software licenses	Number of software licenses renewed and procured	Licence Certificates	Target	Number	5	5	1	2	1	1
				Budget							
Activity 3.1	Disaster recovery test on Sebata SERVER	Number of Disaster Recovery test conducted	Disaster Recovery test reports	Target	Number	4	4	1	1	1	1
				Budget							

Information Communication Technologies continues...											
Planning level	Planning Statements	Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
				Budget							
Activity 5.3	Reduction of internal and external audit finding	Percentage reduction of internal and external audit finding responded to and addressed	Response and Response register	Target	Percentage	100%	100%	100%	100%	100%	100%
				Budget							
Activity 5,4	Updating of progress of Audit action Plan	Number of Monthly update of progress on audit action plan	Audit Action Plan	Target	Percentage	4	4	1	1	1	1
				Budget							

Communication Services											
Planning level	Planning Statements	Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity 1.1	Review Communication Strategic Documents	Number of reviewed Communication Strategic documents	Approved Communication Strategic Documents	Target	Number	4	4	1	1	1	1
				Budget							
Activity 2.1	Conduct Communication Survey	Number of Communication Survey Conducted	Communication Survey Report	Target	Number	4	4	1	1	1	1
				Budget							
Activity 5.1	Update Municipal Website	Percentage of the MFMA prescribed information uploaded on the website	Report on the information uploaded on the website	Target	Percentage	100%	100%	100%	100%	100%	100%
				Budget	Rand						

RISK MANAGEMENT UNIT											
Planning level	Planning Statements	Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity 1.1	Management of Risk Management Committee	Number of Reports to the Risk Management Committee	Quarterly Risk Management Reports	Target	Number	4	4	1	1	1	1
				Budget							
Activity 2.1	Facilitate enterprise wide risk assessment	Number of assessment report	Risk Assessment Report	Target	Number	1	1				1
				Budget							
Activity 3.1	Review and approve of Strategic Risk Management Documents	Number of Risk Management Documents Approved	Approved Strategic Risk Management Documents	Target	Number	5	5	5			

Local Economic Development											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Providing effective Community Services and Promotion of Local Economy	Number of participants appointed through EPWP as per the provincial target	List of participants	Target	Number	299	252	100	150	230	252
		Number of participants appointed through CWP	List of participants	Budget							
		Number of LED projects supported by the Municipality in conjunction with SEDA offices	SEDA Register of projects	Target	Number	20	20	4	4	4	8
		Number of reports on informal Sector Development projects carried out	Informal sector's support register	Budget							
Activity1.2		Number of reports on agricultural development programmes accomplished	Agricultural development sector's support register	Target:	Number	4	4	1	1	1	1
Activity1.3		Number of reports on support projects accomplished towards tourism development	Tourism development sector's support register	Budget							
Activity1.4		Number of reports on businesses issued with licences / permits	Business license register	Target:	Number	4	4	1	1	1	1
Activity1.5				Budget							

	Providing effective Community Services and Promotion of Local Economy	Percentage response to internal & external audit addressed within timeframe	Internal audit report	Target:	Percentage	100%	100%	100%	100%	100%	100%
				Budget							
		Percentage risk reduction	Risk register	Target:	Percentage	0%	40%	30%	35%	40%	40%
				Budget							